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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q42-Q47):

NEW QUESTION # 42

End users in one business area are unwilling to adopt a new finance management system (recently introduced by the innovation team), as they perceive that it is unnecessarily complicated and not useful. One of the end users in this business area has been very vocal and has been relying support from others since posting about it on the company's intranet homepage.

The introduction finance system was initially supported by senior managers, but now users in other business area are also beginning to question whether they adopt the tool and are raising the issue with their managers.

The sponsor fully supports the decision to go ahead with the now tool and has made it very clear to senior managers that he expects them to support this Initiative.

Which stakeholder management strategy SHOULD be taken with the senior managers?

- A. Constant active management
- B. Watch
- C. Keep informed
- D. Keep onside.

Answer: A

Explanation:

Explanation

The stakeholder management strategy for senior managers should be constant active management. Senior managers have high power and high interest in the project, as they are responsible for overseeing its implementation and ensuring its alignment with organizational goals. They also have influence over other stakeholders, such as end users and employees. Therefore, they need to be regularly engaged, consulted, informed, and involved in decision making throughout the project lifecycle. Option B is the correct answer.

References:

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com
Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

NEW QUESTION # 43

The following definition has been agreed by the partners of DeanLegal

DeanLegal is owned by its two founding partners. Derek Little and Anne Smith The two partners, together with a team of experienced negotiators, provide insolvency services to small and medium-sized companies Comprehensive support is provided to customers at what can be a very difficult and stressful time in their lives DeanLegal is currently considering extending its range of services to include, for example, advice in funding the purchase of capital assets All work undertaken by DeanLegal is regulated by the Federation of Insolvency Practitioners (FIP) and adherence to its rules is constantly checked by the FIP The partners have agreed that the primary doing activity of a BAM reflecting their business perspective is to provide insolvency services' What enabling activity would support this?

- A. Extend range of services
- B. Provide comprehensive support to customers.
- C. Recruit experienced negotiators
- D. Check adherence to regulation

Answer: D

Explanation:

Explanation

An enabling activity is an activity that supports or facilitates another activity within an organisation or project.

It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as check adherence to regulation is an enabling activity that supports provide insolvency services, which is the primary doing activity of a BAM reflecting DeanLegal's business perspective. Check adherence to regulation is an enabling activity, as it involves verifying that the insolvency services provided by DeanLegal comply with the rules and standards set by the Federation of Insolvency Practitioners (FIP). It helps to ensure that DeanLegal can perform its primary doing activity legally and ethically. Option A is not a correct answer, as provide comprehensive support to customers is not an enabling activity that supports provide insolvency services, but another doing activity within DeanLegal's business perspective. Provide comprehensive support to customers is a doing activity, as it involves delivering value and satisfaction to customers who use DeanLegal's insolvency services. It helps to achieve DeanLegal's objectives and outcomes. Option C is not a correct answer, as extend range of services is not an enabling activity that supports provide insolvency services, but a potential change or improvement within DeanLegal's business perspective. Extend range of services is a change or improvement, as it involves introducing new types of services, such as advice in funding the purchase of capital assets, that DeanLegal may offer to its customers in addition to its insolvency services. It helps to enhance DeanLegal's performance and potential.

Option D is not a correct answer, as recruit experienced negotiators is not an enabling activity that supports provide insolvency services, but a resource audit within DeanLegal's business perspective. Recruit experienced negotiators is a resource audit, as it involves identifying and evaluating the human resources that DeanLegal has or needs to perform its insolvency services. It helps to assess the availability and quality of DeanLegal's staff.

References: BCS Practitioner Certificate in BAP Specimen, page 44.

NEW QUESTION # 44

The below statements have been made about the consensus Business Activity Model (BAM) Which THREE of the statements are TRUE?

- A. Describes a stakeholder's perspective on what the business does
- B. Shows who undertakes the business activities
- C. A conceptual model

- D. Shows the logical sequence of process steps
- E. Forms the basis of subsequent gap analysis

Answer: C,D,E

NEW QUESTION # 45

A business analyst has been discussing the individual perspectives of senior stakeholders using the CATWOE framework. One senior stakeholder has expressed concerns about the possible election of a political party whose manifesto promises to introduce taxes on imported goods. They claim that such taxes would cause the company to have to review its business model. In which element of CATWOE should the concerns of the senior stakeholder be captured?

- A. Worldview.
- B. Customer.
- C. Transformation.
- D. Environment.

Answer: D

Explanation:

CATWOE is used to explore stakeholder perspectives by examining six elements: Customer, Actor, Transformation, Worldview (Weltanschauung), Owner, and Environment. The Environment element captures the external constraints and conditions that influence what the business system can do, regardless of internal preferences. The text illustrates "environment constraints" as factors outside day-to-day control that shape feasibility and behaviour (e.g., conditions that affect whether customers will buy in a particular way).

In this question, the stakeholder's concern is about a potential change in government and the introduction of taxes on imported goods. This is not a "Transformation" (the conversion of inputs to outputs), nor is it a "Customer" definition. It also is not primarily a "Worldview," which in the text is described as the stakeholder's underlying belief system about why the organisation exists and how success is achieved. Instead, import taxes are an external political/legal constraint that would alter the economic assumptions of the business and could force a business model review.

This aligns squarely with the idea of external environmental influences described in the strategy analysis material (for example, political factors such as government policies and trade regulations/tariffs). Therefore, the stakeholder's concern should be captured under Environment in CATWOE.

NEW QUESTION # 46

A local council wishes to improve its housing allocation process. The following notes were made by the head of housing about the current process.

Housing application decision are made using a set of criteria based on a range of factors, including the length of time application has been on the waiting list and the number of dependents they have. The criteria by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation.

Occasionally, legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as can changes issued by central government concerning practical issues, such as building regulations?

Which of the following types(s) of business rule has been described in this extract?

- A. Internal procedures.
- B. External constraints and internal policies.
- C. Internal policies and internal procedures.
- D. External constraints and external procedures.

Answer: B

Explanation:

A business rule is a statement that defines or constrains some aspect of a business situation or problem or its solution. It helps to ensure consistency and compliance with policies, regulations, standards or criteria within an organisation or project. Business rules can be classified into four types: external constraints, internal policies, external procedures and internal procedures. Therefore, option B is the correct answer, as it identifies which types(s) of business rule have been described in this extract respectively. External constraints are business rules that originate from outside an organisation or project and are beyond its control or influence. They help to ensure compliance with laws, regulations, standards or criteria imposed by external authorities or bodies. An example of external constraints in this extract is legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as it originates from outside the local council and is beyond its control or influence. Internal policies are business rules that originate from

within an organisation or project and are under its control or influence. They help to ensure alignment with objectives, strategies, values or principles established by internal decision makers or influencers. An example of internal policies in this extract is the criteria are agreed by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation, as it originates from within the local council and is under its control or influence. Option A is not a correct answer, as it does not identify which types(s) of business rule have been described in this extract respectively. Internal policies and internal procedures are not the types of business rule that have been described in this extract. Internal procedures are business rules that specify how an activity or task should be performed or delivered within an organisation or project. They help to ensure quality and consistency of performance or delivery within an organisation or project. There is no example of internal procedures in this extract. Option C is not a correct answer, as it does not identify which types(s) of business rule have been described in this extract respectively. External constraints and external procedures are not the types of business rule that have been described in this extract. External procedures are business rules that specify how an activity or task should be performed or delivered outside an organisation or project. They help to ensure compatibility and interoperability of performance or delivery with external parties or systems. There is no example of external procedures in this extract. Option D is not a correct answer, as it does not identify any type of business rule that has been described in this extract.

NEW QUESTION # 47

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